

# *MAMMOTH CAVE NATIONAL PARK*

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# STRATEGIC PLAN



## **Fiscal Years 2000 - 2005**



# *Mammoth Cave National Park*

## **STRATEGIC PLAN 2000 - 2005**

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*4/13/00*

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# INTRODUCTION

The Government Performance and Results Act of 1993 (GPRA) required each agency to submit to the Office of Management and Budget and the Congress a strategic plan covering the major functions and operations of the agency for a period of not less than five years; an annual performance plan covering each program activity set forth in the agency budget; and a report on program performance for the previous fiscal year, beginning with the fiscal year 1999 report.<sup>1</sup>

In order to comply with GPRA and to develop a useful performance management system, the National Park Service developed a Strategic Plan in 1996. During 1997, each park, program, and office developed their own strategic plans. In January 2000, the National Park Service issued a revised strategic plan for fiscal years 2000-2005.<sup>2</sup> Parks, programs, and offices were required to revise their plans before March 31, 2000.

Strategic plans are conceptual and establish long-term goals. For each park, program, and office, some long-term goals flow from and support the servicewide plan and others address specific needs of individual parks, programs, or offices.

Annual performance plans are implementation plans and are separate documents not included in strategic plans. Annual performance plans follow from strategic plans and show what is to be

accomplished in the coming fiscal year in order to achieve the long-term goals. Annual performance reports summarize what has been accomplished, what annual goals were not reached, and what changes are needed. The National Park Service tracks progress on annual and long-term goals through the Program Management Data System (PMDS) which involves use of a central computer server that is accessed by field units through the Internet.

The strategic plan for Mammoth Cave National Park was developed following review of the National Park Service Organic Act of 1916, the enabling legislation that created Mammoth Cave National Park, and other legislative requirements. The essential elements of the plan are the mission statement, mission goals, and long-term goals. The plan also describes the significance of the park, the external influences, which are not controlled by the park, and the fiscal and human resources available to carry out the plan.

The strategic plan is the basis for annual performance plans through fiscal year 2005. This version of the park strategic plan was developed following issuance of the revised servicewide plan in January 2000. The changes in the strategic plan for Mammoth Cave National Park are based on the experience of the previous three years and represent a refinement of the original version of the plan.

Development of the strategic plan is the first step in performance-based management in which the focus is on outcomes rather than processes. The outcomes (also referred to as desired conditions) for the next five or more years are described in the long-term goals. The desired outcomes expressed in the mission statements and mission goals do not have time limits.

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<sup>1</sup> Government Performance and Results Act of 1993 (P.L. 103-62) was codified at 31 U.S.C. 1105, 1115-1119, 9703, and 9704; 5 U.S.C. 306; 39 U.S.C. 2801-2805, online, Internet Law Library, Internet, February 23, 1999. Additional requirements are contained in Section 104 of P.L. 105-91, National Parks Omnibus Management Act of 1998.

<sup>2</sup> The National Park Service Strategic Plan 2000-2005 can be downloaded from the Internet at <http://www.nps.gov/planning/sp>.

## MISSION STATEMENTS

### *National Park Service Mission Statement*

The National Park Service preserves unimpaired the natural and cultural resources and values of the national park system for the enjoyment, education, and inspiration, of this and future generations. The Park Service cooperates with partners to extend the benefits of natural and cultural resources conservation and outdoor recreation throughout this country and the world.<sup>3</sup>

### *Mammoth Cave National Park Mission Statement*

The mission of Mammoth Cave National Park is to protect and preserve for the future the extensive limestone caverns and associated karst topography, scenic riverways, original forests, and other biological resources, evidence of past and contemporary lifeways; to provide for public education and enrichment through scientific study; and to provide for development and sustainable use of recreation resources and opportunities.

## PARK SIGNIFICANCE

Mammoth Cave National Park, designated as a World Heritage Site and an International Biosphere Reserve, is internationally renowned because:

- ☐ The many types of geologic features are the product of a unique set of conditions found nowhere else.
- ☐ It contains a part of the longest known cave system in the world.
- ☐ The park and the surrounding area is believed to support the most diverse cave biota in the world, with more than 130 species of fauna, of which 14 species are found nowhere else.
- ☐ The saltpeter works in Mammoth Cave are the best example of a technology that was important in the early history of the United States.
- ☐ Mammoth Cave is the core of one of the
- ☐ Mammoth Cave contains an unusual variety of ecological niches that provide habitat for an abundance of plants and animals, including 11 endangered species.
- ☐ Mammoth Cave contains a rich diversity of flora reflected in remnant prairie and old growth communities.
- ☐ Mammoth Cave contains a quantity of primary cultural resources, which have been valuable in the understanding of human interaction with the natural environment prehistorically from the paleo-Indians to the Mississippian period, and historically from early settlement (1774-1825) to the depression era (1929-1941).
- ☐ The park provides an abundance of recreation opportunities, surface and subsurface.

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<sup>3</sup> Strategic Plan: National Park Service. U.S. Department of The Interior, National Park Service. January 2000, page 10.



best-understood karst areas in the world.

## ASSESSMENT OF RESOURCES

### *Natural Resources*

The aquatic and terrestrial cave ecosystems in the park are largely intact, but vulnerable to human activity within, and agricultural and other development beyond, park boundaries. Mammoth Cave water quality is threatened mainly by pollution that originates outside of the park such as toxic spills, agricultural pesticides, and animal waste. Measures to minimize agricultural impacts on water quality are being developed and demonstrated on area farms. Accidental spills of toxic chemicals have occurred with regularity along Interstate 65, the Cumberland Parkway, and the CSX Railroad. In response, sinkpoints along transportation corridors have been precisely located as part of a project called HazMap.

Cave entrances, both natural and artificial, are one of the greatest challenges in the management of karst resources because provision must be made for movement of air, water, and wildlife within acceptable tolerances while simultaneously providing an adequate deterrent to illegal human entry. United States Fish and Wildlife Service (USFWS) approved bat gates have been installed on the entrances of Bat, Colossal, Dixon, Long, Proctor, White Lightning, and other caves to accommodate bat movement and restore endangered bat habitat. Airlocks have been installed on man-made entrances to restore cave atmospheric conditions. These include, Austin, Carmichael, Doyel Valley, Elevator, Frozen Niagara, and New entrances to the Mammoth Cave system. Additionally, Crystal Cave, Wondering Woods, and Salts Cave gates have been reinforced to provide greater security and more natural rates of air exchange.

Of more than 50,000 acres of mixed mesophytic forest in the park, only a 300

acre tract known as the Big Woods, and several smaller isolated stands, can be considered old growth. Nearly all of the forest is in early to middle succession in a pattern determined largely by the type and variable effects of previous land use and the time since acquisition of land parcels for the park. The other great anthropogenic influence on the forest communities has been the introduction of exotic species. There are two categories of exotic species that have had significant impact on park forests: pathogens and invasive plants. Chestnut Blight and Dutch Elm Disease have virtually eliminated American Chestnut and American Elm and a similar fungal disease is currently impacting Butternut. Invasive exotic plant species such as Honeysuckle, Garlic Mustard, Kudzu, Japanese Grass, Silver Poplar, and Tree of Heaven out compete native species and are, therefore, spreading. With over 1,000 species of flowering plants (including 84 tree species), the potential for loss of biodiversity is great.

The Green and Nolin Rivers possess one of the most diverse fish (82 species) and invertebrate faunas (51 species of mussels alone) in North America. Normal flow of 16.5 miles of the Green River, seven miles of the Nolin River, and many miles of cave streams is retarded by Lock and Dam #6. Habitats for seven federally listed endangered aquatic species are seriously degraded through reduction of natural flow velocity and resultant siltation. The quality of recreational non-motorized boating is also seriously diminished by the 21 miles of pooled river within the park.

### *Cultural Resources*

**Historic Structures:** The park's structures have been surveyed and evaluated for National Register of Historic Places

eligibility. Mammoth Cave National Park participated in a “model” joint planning project with the Kentucky State Historic Preservation Office from 1987 - 1990. This project surveyed over 150 structures including potential cultural landscapes and evaluated them for National Register eligibility. Of the structures evaluated, 28 eligible structures have been listed. No cultural landscapes were identified. The data collected during this project was used (1995-1996) to update the List of Classified Structures.

A Historic Resource Study was completed in 1990 as supporting documentation for the National Register nomination. The “model” project also resulted in the approval of a park-specific programmatic agreement to expedite Section 106 compliance and vest resource stewardship responsibilities with the Park Superintendent.

**Archeological Sites:** In 1987, the Southeast Archeological Center in cooperation with the park initiated the Mammoth Cave National Park Archeological Inventory Project. This project had six objectives: 1) develop a site prediction model for the prehistoric sites; 2) evaluate the degree and nature of site destruction; 3) evaluate sites for possible nomination to the National Register of Historic Places; 4) update the Cultural Sites Inventory; 5) share data with other agencies involved in the management of cultural

resources; and, 6) evaluate Watson and Carstens’ model of past environmental change. This project resulted in the identification of 1,008 archeological sites including prehistoric, historic, and multiple component sites. Over 600 of the sites are historic homestead sites that were identified from pre-park United States Geological Survey maps and have not been archeologically tested.

**Museum Objects:** The park museum collection contains more than 120,000 objects, which are located on-site and off-site in NPS and non-NPS repositories. The “Hercules” steam locomotive and coach is listed on the National Register of Historic Places as a historical object. Other objects include over 5,600 nitrate based negatives and photographs taken by the Civilian Conservation Corps during the establishment of the park, rare books and documents, Indian artifacts, saltpeter artifacts, and items associated with the rich history of cave exploration and conducted tours, including tourist memorabilia such as postcards.

The park currently has very little exhibit space. However, in 1999, the park completed a new museum storage building that meets NPS storage condition standards. The park initiated a backlog-cataloging project that is scheduled to run through 2007. Significant progress has been made toward eliminating the backlog, but significant work remains to be done.

## EXTERNAL INFLUENCES

The Government Performance and Results Act of 1993 requires that strategic plans include “an identification of those key factors external to the agency and beyond its control that could significantly affect the

achievement of the general goals and objectives.”<sup>4</sup>

Mammoth Cave National Park is not a disjunct system. It is part of larger natural and social systems and, consequently, is

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<sup>4</sup> Title 5, United States Code, Chapter 3, Section 306 (a)(5)

affected to varying degrees by general environmental quality and the actions of public and private entities both inside and outside park boundaries. The park can be a part of the solutions to these larger problems, but neither the park nor the National Park Service controls the outcomes. Continued interaction and cooperation with federal, state, and local government agencies and with private agencies, organizations, and individuals is essential to protection of park resources.

The groundwater basins that supply water to sustain both the geologic processes that create the caves and the unique biological communities that populate the caves lie mostly outside the park. The park has participated in the creation of a regional sewage treatment system to protect the quality of the groundwater from the threat of inadequate sewage treatment. Groundwater entering the park can be polluted by agricultural and manufacturing practices, as well as by spills of hazardous materials within the major transportation corridors that transect the groundwater basins.

The Green River and the Nolin River, which traverse the park, are subject to pollution from a variety of sources. The Green River ecosystem was heavily impacted in the late 1950's and early 1960's by salt brine from petroleum operations about 80 miles upstream of the park. Activities upstream of the park, including operation of upstream dams, significantly affect park resources.

Park waters provide habitat for a number of endangered species, including six species of freshwater mussels and the Kentucky Cave Shrimp. The natural aquatic habitat is altered by Lock and Dam 6 downstream of the park impounding the Green River for 16.5 miles, the Nolin River for 7 miles, and cave passages an unknown number of miles. It is unknown what effect the loss of this habitat has had; however, it is believed that these seven species would benefit if this

altered habitat were restored. In the next few years, the aquatic habitat is also likely to be affected by the spreading infestation of the exotic zebra mussels.

Throughout their range, the populations of endangered bats, which hibernate in park caves, are declining, and, although no definitive cause has been identified, it is believed that the primary reasons are loss of habitat, pesticide usage, and human disturbance. While park caves provide important hibernation sites for the Indiana bat, the park is only a very small portion of this species' summer habitat. The park has reviewed its activities to prevent inadvertent impacts on Indiana bat summer habitat within the park.

Recent studies indicate that atmospheric chemistry has potential to impact biological resources, but definitive studies have not been conducted. The current trend based on regional air quality monitoring is that the number of exceedences especially for ozone is likely to increase. This could lead to non-attainment status for counties near the park.

Park resources are adversely affected by criminal acts including theft of plants, archeological materials, cave formations, and other resources. The market value of resources whether in legitimate or black markets affects the amount of criminal activity. In some cases, rising market prices have spurred systematic illegal efforts to find and remove all of certain plant species.

While the quality and availability of recreational opportunities and services affects visitor satisfaction, the social and economic factors that affect park visitation are outside the control of the National Park Service. Visitation is also affected by transportation conditions, such as the price of fuel, transportation infrastructure, and the distance to large population centers as well as changes in visitor expectations. Mammoth Cave National Park is the most visited tourist attraction in the state of

Kentucky. This alone places the park under scrutiny that it would not otherwise receive. It is important to continue to be engaged with

public and private tourism interests throughout the region.

## MISSION GOALS

Mission goals are conceptual descriptions of desired future conditions. They are inclusive of all that the National Park Service does, and they are intended to continue indefinitely, unlike long-term goals or annual goals.

The Servicewide mission goals in goal categories I, II, and IV are general enough to

apply to all parks and program areas. The mission goals in goal category III were designed to apply to specific offices and programs. The mission goals of Mammoth Cave National Park mirror the Servicewide goals, but they are modified to reflect the distinctive characteristics of the park.

### *Goal Category I: Preserve Park Resources*

#### **Mission Goal Ia:**

Park Goal Ia: The natural and cultural resources of Mammoth Cave National Park are managed as defined by legislation within the context of World Heritage Site and International Biosphere Reserve designations.

Servicewide Goal Ia: Natural and Cultural Resources and associated values are protected, restored, and maintained in good condition and managed within their broader ecosystem and cultural context.

#### **Mission Goal Ib:**

Park Goal Ib: Mammoth Cave National Park serves as the core of a broad scientific and scholarly research effort that is applied directly to management decisions and contributes to the general knowledge base of social and natural processes of karst ecosystems.

Servicewide Goal Ib: The National Park Service contributes to knowledge about natural and cultural resources and associated values; management decisions about resources and visitors are based on adequate scholarly and scientific information.

### *Goal Category II: Provide for the Public Enjoyment and Visitor Experience of Parks*

#### **Mission Goal IIa:**

Park Goal IIa: Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and appropriate recreational opportunities.

Servicewide Goal IIa: Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and appropriate recreational opportunities.

#### **Mission Goal IIb:**

Park Goal IIb: Through interpretative programs, education programs, and publications the value of Mammoth Cave National Park

Servicewide Goal IIb: Park visitors and the general public understand and appreciate the preservation of parks and their resources for

cultural and natural resources will be conveyed to park constituents in the context of World Heritage and Biosphere Reserve status. this and future generations.

***Goal Category III: Strengthen and Preserve Natural and Cultural Resources and Enhance Recreational Opportunities Managed By Partners.***

**Mission Goal IIIa:**

Park Goal IIIa: Heritage resources within the Mammoth Cave National Park sphere of influence are conserved through partnerships that increase support and understanding of their significance.

Servicewide Goal IIIa: Natural and cultural resources are conserved through formal partnership programs.

**Mission Goal IIIb:**

Park Goal IIIb: Mammoth Cave National Park will strive to strengthen the relationship between the park and its stakeholders through the promotion and involvement in formally sponsored external programs.

Servicewide Goal IIIb: Through partnerships with other federal, state, and local agencies and nonprofit organizations, a nationwide system of parks, open space, rivers, and trails provides educational, recreational, and conservation benefits for the American people.

**Mission Goal IIIc:**

Recreation opportunities in the region will be enhanced through the promotion of Heritage Tourism in cooperation with state and local officials and individuals and organizations.

Servicewide Goal IIIc: Assisted through federal funds and programs, the protection of recreational opportunities is achieved through formal mechanisms to ensure continued access for public recreational use.

***Goal Category IV: Ensure Organizational Effectiveness***

**Mission Goal IVa:**

Park Goal IVa: Mammoth Cave National Park will become more productive utilizing the best available technology, management systems, and practices.

Servicewide Goal IVa: The National Park Service uses current management practices, systems, and technologies to accomplish its mission.

**Mission Goal IVb:**

Park Goal IVb: Mammoth Cave National Park will increase its capabilities through initiatives and support from other agencies, organizations, and individuals.

Servicewide Goal IVb: The National Park Service increases its managerial capabilities through initiatives and support from other agencies, organizations, and individuals.

**FISCAL RESOURCES**

The bulk of the funds available for the operation of the park are in four categories, i.e., recurring, non-recurring, line-item construction, and recreation fee demonstration program funding.

The recurring funding is often referred to as park base funds. The non-recurring funds are allocated annually to provide for non-recurring needs and include, for example, cyclic maintenance and equipment replacement funds. The allocation of non-recurring funds is usually done at the regional level. Parks compete for this funding based on need. Line-item construction funds are appropriated by Congress for specific construction programs, and the funds are managed at the servicewide level. Mammoth Cave National Park is part of the Recreation Fee Demonstration Program authorized by Congress through fiscal year 2001. The park is authorized to retain 80% of fees collected for projects within the park. The cost of fee collection must also be paid from the 80% that is retained.

Park base funding for fiscal year 2000 is \$5,178,000 in addition to \$1,164,031 in non-recurring funds. Line-item construction funds are managed by the National Park Service Washington Office. Three major construction projects are expected to be authorized during the next five years including installation of oil/grit separators at the larger parking areas, replacement of the water system, and replacement of the cave lighting system. Planning for the water system and the lighting system will be accomplished in fiscal year 2001.

After the cost of fee collection is deducted, fee revenues are estimated to be approximately \$1,700,000 annually for fiscal years 2000 and 2001. These funds will be used to complete phase one of the two-phase project to renovate the visitor center and fee collection facilities. If the fee demonstration program is extended, then the fee revenues from fiscal years 2002 and 2003 would be used to complete phase two of the project. If the fee demonstration program is not extended, the park would seek line-item funding for phase two.

## HUMAN RESOURCES

The Full Time Equivalency (FTE) authorization of the park is 123 work years. Approximately 80 of the FTE will be allocated to permanent positions with the remainder being a combination of term and seasonal appointments. FTE is reported regardless of the funding source, consequently, a direct link between park

base funds and FTE should not be inferred. FTE utilization varies from year to year depending upon the number and scope of non-recurring projects that are funded in a given year. The actual FTE used during a particular year is reported in the Program Management Data System (PMDS).

## LONG-TERM PERFORMANCE GOALS

Long-term goals establish performance measures and are stated in a way that allows a future assessment of whether they were achieved. A long-term goal follows from the mission goals established for the park. Each

long-term goal includes a statement of desired future conditions. Annual performance plans and annual performance reports are derived from the long-term goals.

The performance targets included with each long-term goal reflect what can reasonably be expected to be achieved by the park before the end of fiscal year 2005. Some park performance targets exceed the servicewide targets while others are lower or equivalent to the servicewide targets.

The Program Management Data System (PMDS) allows individual park, office, and program plans and reports to be consolidated. In some cases, the park goals will not include performance targets, or there will be no dollars or FTE associated with

some goals. This occurs because of the need to report specific information for inclusion in regional and servicewide totals. The park included those goals in this plan only because of the reporting requirement.

If a servicewide goal applies, then the park is required to use the servicewide goal. The Servicewide goal number to which each park goal reports is shown preceding each park goal. The park long-term goals that do not coincide with a Servicewide long-term goal are shown in the "other" category

## ***Goal Category I: Preserve Park Resources***

**Mission Goal Ia:** The park's natural and cultural resources are managed as defined by legislation within the context of its status as a World Heritage Site and International Biosphere Reserve.

### **LONG-TERM GOALS:**

#### ***IaOther.***

By September 30, 2005, 50% or more of the parameters monitored indicate that resources are in good condition or are not deteriorating. The parameters or data sets monitored may change from year to year. This goal recognizes that annual variations will occur for a number of practical reasons. The park has identified 24 needed data sets. The actual number that will be in place by the end of fiscal year 2005 depends primarily on funding of the Long Term Ecological Monitoring (LTEM) program.

#### ***Ia1A Disturbed Lands***

By September 30, 2005, 15 of 150 acres of Mammoth Cave National Park lands disturbed by prior development or agricultural use and targeted for restoration, are restored. The targeted areas are the former Job Corps site on Flint Ridge, the abandoned water tanks on Flint Ridge, and

the former Wondering Woods site at Chaumont.

#### ***Ia1B Exotic Vegetation Species***

By September 30, 2005, 34 of 500 acres of Mammoth Cave National Park lands impacted by exotic vegetation targeted by September 30, 1999 are contained. Exotic vegetation is defined as invasive nonnative plant species that pose a threat to native species and natural processes and for which effective and feasible treatments are available. Control efforts will focus on Garlic Mustard, Japanese Grass, Kudzu, Silver Poplar, and Tree of Heaven.

#### ***Ia2A Threatened and Endangered Species Improved***

By September 30, 2005, none of Mammoth Cave National Park's identified populations of federally listed threatened and endangered species with critical habitat on park lands and/or requiring National Park Service



recovery actions, as of 1999, have an improved status. There are ten federally listed species present in the park. This goal relates only to those species where there are specific recovery actions assigned to the National Park Service and/or where critical habitat is officially designated within the park. The only species that meets this definition is the Kentucky Cave Shrimp, Palaemonias ganterii. Since there is no monitoring program for this species, its status is unknown. The goal is included in this plan because of the need to report the number of species that meet the goal criteria, and because a monitoring program could be in place before the end of fiscal year 2005.

#### ***Ia2B Threatened and Endangered Species Stable***

By September 30, 2005, none of Mammoth Cave National Park's identified populations of federally listed threatened and endangered species with critical habitat on park lands and/or requiring National Park Service recovery actions, as of 1999, have a stable status. This goal is needed in order to report the total number of species; however, the park does not have a performance target because a monitoring program is not in place for the Kentucky Cave Shrimp.

#### ***Ia3 Air Quality***

By September 30, 2005, air quality has remained stable or improved. The National Park Service Air Resource Division reports all performance information. Mammoth Cave National Park reports dollars and FTE used for air quality monitoring programs in the park.

#### ***Ia4 Water Quality***

By September 30, 2005, Mammoth Cave National Park has unimpaired water quality. The Clean Water Act (CWA) Section 303

and Environmental Protection Agency Regulations (40 CFR 130.7) require states to develop and publish a list of impaired waters. This goal is met if park waters are not included in the state list of impaired waters.

#### ***Ia5 Historic Structures***

By September 30, 2005, 37 of 74 (50%) of the Mammoth Cave National Park historic structures listed on the National Park Service List of Classified Structures (LCS) at the end of fiscal year 1999 are in good condition. The park believes that some park structures are inappropriately listed on the LCS. By the end of 2005, the total number of structures on the LCS may be reduced significantly, but the number in good condition is expected to remain at 37.

#### ***Ia6 Museum Collections***

By September 30, 2005, 139 of 183 applicable preservation and protection standards for the museum collections of Mammoth Cave National Park are met. The park has two locations to which the standards are applied, i.e., a dedicated curatorial storage facility and the Hercules Train and Coach that is parked on a section of display track under an open sided shed. The curatorial storage facility meets all the applicable standards. The same standards have been applied to the storage of the Hercules Train and Coach, which does not meet many of the standards because it is outside rather than inside a climate-controlled building. Under the existing circumstances, meeting 139 standards is the maximum performance level.

#### ***Ia8 Archeological Sites***

By September 30, 2005, 47 (26%) of 178 of Mammoth Cave National Park's archeological sites listed on the FY1999 National Park Service Archeological Sites

Management Information System (ASMIS), with condition assessments, are in good condition.

FY2000 in Mammoth Cave National Park are in good condition. Most of the identified paleontological localities are inside caves where they continue to be generally well preserved.

### ***Ia9 Geological Resources***

By September 30, 2005, 18 (25%) of 72 paleontological localities known as of

**Mission Goal Ib:** Mammoth Cave National Park serves as the core of a broad scientific and scholarly research effort that is applied directly to management decisions and contributes to the general knowledge base of social and natural processes of karst ecosystems.

## **LONG-TERM GOALS:**

### ***Ib01 Resource Inventories***

By September 30, 2005, 6 (25%) of 24 Mammoth Cave National Park resource inventories identified in the Long Term Ecological Monitoring plan are completed.

objects cataloged into the National Park Service Automated National Catalog System (ANCS+) and submitted to the National Catalog is increased from 68,327 in FY 1999 to 120,000 (75% increase). Those objects stored outside the park in other collections including at the Southeast Archeological Center are included in these numbers.

### ***Ib2C Historic Structures Baseline***

By September 30, 2005, 74 (100%) Mammoth Cave National Park historic structures on the FY 1999 List of Classified Structures (LCS) have updated inventory and condition information in their LCS records.

### ***Ib3 Vital Signs***

By September 30, 2005, Mammoth Cave National Park has identified its vital signs for natural resource monitoring. If the Long Term Ecological Monitoring (LTEM) program is funded, the park could have monitoring of some vital signs underway before the end of fiscal year 2005.

### ***Ib2D Museum Collections***

By September 30, 2005, the number of Mammoth Cave National Park museum

## ***Goal Category II: Provide for the Public Enjoyment and Visitor Experience of Parks***

**Mission Goal IIa:** Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and appropriate recreational opportunities .

## **LONG-TERM GOALS:**

### ***IIa1 Visitor Satisfaction***

By September 30, 2005, 95% of park visitors are satisfied with appropriate park facilities,

services, and recreational opportunities. The park distributes 400 visitor survey cards (VSC) annually. The cards that are returned by mail are used to calculate the level of visitor satisfaction. At least 30 cards must be returned for the results to be considered statistically valid with a confidence interval of +/- 6%. In fiscal year 1999, the visitor satisfaction rate for Mammoth Cave National Park was 98%.

### ***Ila2 Visitor Safety***

By September 30, 2005, the visitor accident/incident rate at Mammoth Cave National Park is no higher than 7.96 per 100,000 visitor days (units of 12 visitor-hours) compared to the park baseline of 12 accidents/incidents per 100,000 visitor days. A decrease of 48% from the baseline will be required to meet this goal.

**Mission Goal IIb:** Through interpretive programs, education programs, and publications the value of Mammoth Cave National Park's cultural and natural resources will be conveyed to park constituents in the context of World Heritage and Biosphere Reserve status.

## **LONG-TERM GOALS:**

### ***Iib1 Visitor Understanding and Appreciation***

By September 30, 2005, 86% of visitors understand and appreciate the significance of the park. The Visitor Survey Cards (VSC) are used to measure this goal. Visitors who return the cards with narrative

answers that display knowledge of the significance of park resources are considered to understand or appreciate the park. In fiscal year 1999, 81% of visitors understood the significance of the park.

## ***Goal Category III: Strengthen and Preserve Natural and Cultural Resources and Enhance Recreational Opportunities Managed By Partners***

**Mission Goal IIIa:** Heritage resources within the Mammoth Cave National Park sphere of influence are conserved through partnerships that increase support and understanding of their significance.

**Mission Goal IIIb:** Mammoth Cave National Park will strive to strengthen the relationship between the park and its stakeholders through the promotion and involvement in formally sponsored external programs.

**Mission Goal IIIc:** Recreation opportunities in the region will be enhanced through the promotion of Heritage Tourism in cooperation with state and local officials and individuals and organizations.

## **LONG-TERM GOALS:**

Goal category III is reserved for reporting of dollars and FTE by specific program and

central offices. Therefore, the park does not establish long-term or annual goals, for this

Mammoth Cave National Park  
Strategic Plan 2000 - 2005

goal category or report dollars and FTE.  
However, long-term goals are established  
because the park expends significant effort

in this area that is vital to important  
outcomes related to protection of park  
resources and visitor satisfaction.

## ***Goal Category IV: Ensure Organizational Effectiveness***

**Mission Goal IVa:** Mammoth Cave National Park will become more productive utilizing the best available technology, management systems, and practices.

### **LONG-TERM GOALS:**

#### ***IVa3A Performance Plans Linked to Goals***

By September 30, 2005, 100% of Mammoth Cave National Park employee performance plans are linked to appropriate strategic and annual performance goals.

#### ***IVa4A Underrepresented Groups in Permanent Workforce***

By September 30, 2005, the number of Mammoth Cave National Park permanent positions in the nine targeted occupational series filled by employees from underrepresented groups is maintained at the FY 1999 level of 27 of 52 positions (50%).

#### ***IVa4B Women and Minorities in Temporary and Seasonal Workforce***

By September 30, 2005, the total number of Mammoth Cave National Park temporary/seasonal positions annually filled by women and minorities is increased from 28 of 65 (43%) to 33 of 66 (50%).

#### ***IVa4C Individuals with Disabilities in the Permanent Workforce***

By September 30, 2005, the number of Mammoth Cave National Park permanent positions filled by employees with disabilities is increased from 2 in FY 1999 to 3 (50% increase).

#### ***IVa4D Individuals with Disabilities in Temporary and Seasonal Workforce***

By September 30, 2005, the number of Mammoth Cave National Park temporary/seasonal positions filled by employees with disabilities is increased from 1 in FY 1999 to 2 (100% increase).

#### ***IVa5 Employee Housing***

By September 30, 2005, the number of Mammoth Cave National Park employee housing units listed in poor or fair conditions is reduced from one in FY 1997 to zero (100% reduction).

#### ***IVa6A Employee Lost-Time Injury Rate***

By September 30, 2005, the number of Mammoth Cave National Park lost-time injuries is reduced from the FY 1992-FY 1996 five-year annual average of 13.39 to at or below 4.49 per 100 FTE.

#### ***IVa7 Line-Item Construction***

By September 30, 2005, 100% of Mammoth Cave National Park line-item projects funded by September 30, 1998, and each successive fiscal year, meet 90% of cost, schedule, and construction parameters.

**Mission Goal IVb:** Mammoth Cave National Park will increase its capabilities through initiatives and support from other agencies, organizations, and individuals.

## **LONG TERM GOALS:**

### ***IVb1 Volunteer Hours***

By September 30, 2005, the number of Mammoth Cave National Park volunteer hours is increased from 13,882 to 19,991 (44% increase).

### ***IVb2A Cash Donations***

By September 30, 2005, cash donations to Mammoth Cave National Park are increased from \$5,230 to \$5,413 (3.5% increase).

### ***IVb2B Friends Groups & Other Organizations***

By September 30, 2005, the cash value of in-kind donations, grants, and services provided

to Mammoth Cave National Park by friends groups and other organizations is increased from \$150 to \$200 (33% increase).

### ***IVb2C Cooperating Associations***

By September 30, 2005, the cash value of in-kind donations, grants, and services to Mammoth Cave National Park from Eastern National Parks is increased from \$26,092 in FY 1997 to \$35,224 (35% increase).

### ***IVb4 Fee Receipts***

By September 30, 2005, the Mammoth Cave National Park receipts from park recreation, and other fees are increased from \$2,568,664 in FY 1997 to \$3,418,891 (33% increase).

## **CONSULTATIONS WITH STAKEHOLDERS**

The National Park Service held seven public meetings in July and August 1999 to elicit public views and opinions on the proposed National Park Service goals. Meetings were held in Washington, D.C.; Philadelphia, Pennsylvania; Atlanta, Georgia; Denver, Colorado; Rapid City, South Dakota; San Francisco, California; and Anchorage, Alaska. The National Park Service held six employee meetings in July and August 1999. Two were held in Washington, D.C. one in Atlanta, one in Denver, one in Rapid City, and one in Anchorage. A total of 300 people attended the public and employee meetings.

The National Park Service set up two Web sites for comments on the National Park

Service proposed goals, a public Internet site and employee Intranet site. A total of 885 comments were received.

The National Park Service National Leadership Council approved the goals on September 9, 1999. The Washington Office of Strategic Planning coordinated the reviews and revisions. Congressional consultations consisted of phone calls or meetings with key Congressional staff members, House and Senate, on authorization and appropriation committees. The proposed goals were presented and discussed with them for their approval during August 1999. An August 4, 1999 Senate hearing on the National Park Service

Government Performance and Results Act implementation provided further discussion.<sup>5</sup>

The Strategic Plan for Mammoth Cave National Park was posted on the park Internet site. The plan was also made available to the Kentucky Congressional

Delegation, state and local elected officials, academic institutions with formal working relationships with the park, and constituents actively involved in park management and operations through formal agreement

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<sup>5</sup> National Park Service Strategic Plan 2000-2005.  
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